



integ

Social Value
Conference 2021

Social Value and Strategic Asset Management

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Is social
housing stock
fit for the
future?



- Commitment to achieve net zero by 2050
- A changing safety and regulatory environment
- Developing new affordable homes



The traditional approach to asset management



- The purpose of asset management = the maintenance of current stock to meet Decent Homes



- Tenanted disposals / acquisitions based on geography



- Disposal of low numbers of high cost voids



- Too much (short term) focus on finance...?



What is Strategic Asset Management?



- What will we keep and invest in?
- What will we sell or re-develop?
- Is all social housing equal?
- Assessing properties on a financial basis only does not answer these questions

What is social value in the context of strategic asset management?



- Affordability
 - Demand and Desirability
 - Cost effectiveness
 - Sustainability
 - Consistency with corporate strategy
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- Not the same for all social housing providers
 - And the concept will continue to evolve

How can we
measure social
value?



Examples of where we can use our own data:

- Affordability = rent as a percentage of market rent
- Demand and desirability = average length of tenancy, number of refusals when last let, time to re-let
- Cost effectiveness = location, number fo responsive repairs
- Sustainability = SAP rating
- Consistency with corporate strategy = mix of tenures?

Third party data:

- Proximity to green space, transport links etc
- Living costs

The benefits of
developing
how we
measure the
social value our
homes deliver...



- Understanding the true performance of our homes and the value they deliver, as well as...
 - Improved, long term decision-making
 - Programme monitoring
 - ESG reporting

Some closing thoughts...

- What are the alternatives? How can we ensure we are investing in the right homes if we don't understand the social value they deliver?
- Finance is important in arriving at the correct strategy, but alone it will not give rise to the best results. Isn't social value more important?
- How can wellbeing values play a part in good decision making?

